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FACULTY SENATE
November 13, 1995
1498

APPROVAL OF MINUTES

The minutes of the October 23, 1995, Senate meeting were approved.

ANNOUNCEMENTS

1. Call for press identification: No representatives of the press were present.
2. Comments from Chair Gable:
 - The Board of Regents will meet this Wednesday at ISU. The agenda is light.
 - Selection of two representatives for the Presidents Planning and Policy Committee.
De Nault/Yousefi moved/seconded that the Senate elect two representatives for three-year terms. Motion carried. Sharon Smaldino and Janet Drake were elected.
3. Comments from Provost Marlin:

CALENDAR

There were no calendar items.

DOCKET

555 485 Request from Co-Chairs Peter Goulet and Paul Butler-Nalin to present the Report of the Strategic Planning Committee. (Note: President Koob has taken leadership of the Strategic Planning Committee and has sent a copy of the Preliminary Strategic Plan to all faculty).

Grosboll/Yousefi moved/seconded to review the Preliminary Strategic Plan of October, 1995. Motion carried. There was considerable discussion. De Nault/Cawelti moved/seconded that the Chair appoint an ad hoc committee to draft a review of the Preliminary Strategic Plan of October, 1995, based upon discussion at today's Senate meeting. The report to be presented at the next Senate meeting. Motion carried. De Nault/Yousefi moved/seconded to table the docket

CALL TO ORDER

The Faculty Senate was called to order by Chair Gable at 3:30 PM in the Board Room, Gilchrist Hall.

Present: Mahmood Yousefi, Randall Krieg, Dean Primrose, Sherry Gable, Carol Cooper, Merrie Schroeder, Scott Cawelti, Martha Reineke, Ken De Nault, Paul Shand Joel Haack, Andrew Gilpin, Barbara Weeg, Sue Grosboll, Phil Patton, and Barbara Lounsberry (ex officio).

Alternates: Gretta Berghammer for Ed Amend and Eric Henderson for Surendar Yadava.

Substitutes (non-voting): Suzanne McDevitt for Katherine Van Wormer and Calvin Thomas for Jerome Soneson.

MINUTES

Approval of the minutes of the October 23, 1995, Senate meeting: The minutes were approved.



ANNOUNCEMENTS

1. Call for press identification: No representatives of the press were present.
2. Comments from Chair Gable:
 - The Board of Regents will meet this Wednesday at ISU. The agenda is light.
 - Selection of two representatives for the Presidents Planning and Policy Committee.
De Nault/Yousefi moved/seconded that the Senate elect two representatives for three-year terms. Motion carried. Sharon Smaldino and Janet Drake were elected.
3. Comments from Provost Marlin:
 - UNI's Persistence Report for freshmen who entered in 1991 and graduated in 1995 will be presented to the Board of Regents Wednesday. At UNI, 24.8% of White/Non-Hispanic students graduated in four years while only 4.7% of African Americans graduated in four years. The percent of Whites/Non-Hispanic who left UNI after their first year was 18.2% while 40.0% of African Americans left UNI after their first year.
 - Fall enrollment reports indicate that the combined enrollment of UNI, ISU, and SUI is about 64,800 students. Community colleges have a total enrollment of about 57,600 students. The gap between enrollment at the Regent's institutions and the community colleges continues to decrease. This may portend an increase in transfer students.
 - Institutional Audit: The pre-institutional audit has been completed and the UNI audit will be conducted between December 11 and December 15 and on December 19.
 - The fourth floor of the Rod Library will be dedicated Friday, December 15 at 11:00 A.M. Lt. Governor Joy Corning will be present.
 - Status of the search for a Dean of the College of Business. Two candidates will be interviewed this week and two will be interviewed the week after Thanksgiving. Hopefully a decision will be made shortly after the interviews are completed.
 - Encouraged faculty to participate in the Quality in the Curriculum Forum this Friday.
 - The Chronicle of Higher Education ranked UNI No. 1 in the country among Master's level Universities in terms of overseas experiences.

CALENDAR

No items were submitted.

DOCKET

- 555 485 Request from Co-Chairs Peter Goulet and Paul Butler-Nalin to present the Report of the Strategic Planning Committee. (Note: President Koob has taken leadership of the Strategic Planning Committee and has sent a copy of the Preliminary Strategic Plan to all faculty).

Grosboll/Yousefi moved/seconded to review the Preliminary Strategic Plan of October, 1995. Motion carried.

Chair Gable reviewed the history of the document

President Koob remarked that the purpose of a Strategic Plan was to create a vehicle for open campus discussion of what we value. The Strategic Plan will affect budget decisions. The University needs to have a clear understanding about what we want to accomplish. The President wants input, particularly from groups, though individuals are encouraged to submit critiques. All comments should be written and may be submitted either by e-mail or letter to the President's office.

Chair Gable asked President Koob about the timetable. President Koob responded that a second draft will be prepared at the end of the semester. The revised draft will be taken to the Board of Regents for their input and approval in February. President Koob will bring the document to the Senate requesting approval early in the Spring semester. In response to a question about the timing of the Board's approval and Senate action, the President stated that in his opinion the Board is only one of the groups that make the campus run. The Senate

should not feel slighted if the document comes to them after being reviewed by the Board of Regents.

President Koob also stated that we will be reviewing the strategic plan every year. We will need to have this completed each year by June to justify budget requests.

Reineke expressed concern about an absence of a clear vision of the faculty. She distributed a document expressing her views. She stated that the present document was not clear about the roll of faculty at UNI. In her opinion, the university is characterized by an ethos of inquiry, a regard for reflection, and a dynamic investment in the past. Under the ethos of inquiry, faculty are viewed as scholars. This view is not included in the present document which considers faculty to be just part of the environment. Reineke believes that the faculty are more than just "the environment". She was also concerned about faculty expectations.

Reineke expressed concern that the necessity of the Library was not addressed adequately and concerns for graduate students were also not addressed. A "student centered" campus focused on undergraduates is not "student centered" for graduate students.

Lounsberry commented that she would like to see the document rearranged. She suggested that the document start with external and internal environments, then proceed to core values, mission, and finally goals.

Chair Gable suggested that the Senate address the document in a systematic manner by examining each section in order. The Chair called for comments on Section I. Introduction for the Reviewer.

There were no comments on Section I.

Chair Gable called for comments on Section II. External Environmental Trends and Projections.

De Nault questioned the data supporting statements, such as "Businesses will organize their own universities and continuing education opportunities." Grosboll concurred. Conklin responded that he felt several businesses were setting up universities. He cited Sun Oil as an example. Yousefi stated that companies have training programs but these are not universities. Cooper felt that this statement needed to be clarified. Thomas stated that there should be consideration of the pool of future faculty hires. There is a trend for spouses to also wish to pursue academic careers. This issue should be addressed.

Chair Gable called for comments on Section III. Internal Environmental Trends and Projections.

De Nault took great exception to the statement "Curriculum offerings are out of control with a proliferation of courses". De Nault reiterated President Koob's statement that the Strategic Plan should reflect what we value. De Nault values greatly the care and deliberation with which faculty at UNI review curriculum. This involvement by UNI faculty is in stark contrast with faculty participation or care on the other campuses. De Nault also found it ironic that "diversity" is mentioned throughout the document but we do not want to recognize a diversity of courses. If we are to have diversity on the campus we must cultivate a diversity of courses. Furthermore, whenever a new faculty member is hired, there should be a reasonable expectation that a new course in the new faculty's expertise will be offered. We must do this so the faculty member can continue to grow professionally.

De Nault also stated that though he would like more documentation, he appreciated a concise document. McDevitt suggested that documentation could be placed in appendices.

Weeg questioned the statement "Change occurs slowly at UNI, in part because of comfort". She felt that change is often slow because of a lack of funds. She wondered if there were data to support the statement.

Cawelti stated that there were many assumptions in the statement. It states, "slowly", but the implication is that change occurs too slowly. Furthermore, this statement seems to be in conflict with the statement "Pace of life, safety, collegiality, community, civility and connectedness to modern life, will increasingly be valued as

characteristics of UNI". This sounds like comfort. If we want these changes, do we want to drop civility? There is a great disparity in the statement. He felt that the statement could be taken several different ways.

McDevitt recognized that the document was prepared in a short period of time, but Strategic Plans she has worked on were more complete.

Lounsberry supported Reineke's recommendation and would like to see a section on faculty added to the document.

De Nault referred to the statement that "Facilities and grounds at UNI are above average". He felt that we spend considerable resources refurbishing buildings but no resources on preventative or scheduled maintenance of buildings. He argued that we need to establish scheduled maintenance of buildings and facilities.

Primrose stated that in some areas, such as PLS, new facilities are still needed.

Reineke recommended changing the statement to "that in the absence of a regular schedule for maintenance, gains made in the last decade will be lost".

Cooper stated that this issue came up during the interviews for president and that there is a schedule for maintenance but that it is not adhered to.

De Nault stated that the budget contains the line item "deferred maintenance" which is an oxymoron. Furthermore, this appears to be the first item reduced in budgetary deliberations.

Haack, a member of the Strategic Planning Committee, stated that this section should be an assessment free of connotations. The committee did not mean to imply that change took place too slowly.

Henderson stated that the Strategic Plan has political purpose. When the document talks about facilities we must remember that the University has talked about contracting out services. While contracting out services may save money, it has made it very difficult to maintain any kind of schedule when the people who are responsible for this maintenance are in fear of losing their jobs. We can say that we want facilities maintained, but if the services are going to be contracted out because they are cheaper, people will get hurt and the buildings will not be adequately maintained.

Cawelti stated that change does not occur in a vacuum. One must look at other institutions. In what way does change take place too slowly? We are not General Motors with the need to bring out a new model every year. The statement about change at UNI needs to be placed in some context. Under the topic "Students" you have the word "intervention" in two statements. This contradicts the idea of a trend. If you have a trend it is going that way regardless. If you use the term intervene, you are trying to change that trend. The use of the term intervention states that we do not like this trend and had better do something about it. This is making a judgment and policy which does not belong in this section. We should simply state the student body will not become more diverse. If we want to intervene, we better state diversity as a value in another section of the document. Cawelti would like to see a statement that the number of students attending college who must work will continue to increase unless we intervene. The increase in part and full time employment creates problems for learning.

Yousefi questioned the purpose of the document. He felt that it was taking a lot of time and wondered what it was accomplishing.

Berghammer suggested that in light of recent statistics, the document should identify the potential increase in transfer students from Junior Colleges so that this influx can be anticipated.

Primrose questioned how inclusive does the Strategic Plan need to be? There are a lot of things we might talk about but reiterated De Nault's comment that it was nice to have a manageably sized document. How much more do we want to add to the document? He felt that some of the items being discussed were fairly finite. He

supports adding a section about faculty.

Reineke stated that this type of planning has gone on at the other institutions that President Koob has been associated with and given the letter accompanying the document, feels this document will be tied to budget and though each item in the plan may not be significant to everyone, the document should be inclusive. This is especially true given the length of time for the appropriations process.

Haack stated that the expectation is that this document will impact budget decisions. This will not happen this year but in following years. Increase in funding will be targeted to the highest goals. President Koob is committed to tying the budget to the strategic plan. The University can expect yearly reviews of the plan. Some goals will take more than one year to accomplish. The clause "without intervention" recognizes that without doing something, diversity will not increase.

Gable remarked that the Board of Regents passes on a budget in 1996 that does not take effect until 1997. She felt that this document will be tied to the 1998 budget.

Chair Gable called for comments on Section V. Vision.

Lounsberry stated that in her opinion a critical next step is for the Strategic Planning Committee or some other committee to say more clearly what our graduates should look like. The statements "innovative, dynamic, and exciting" could apply to any university. As she tries to think what could be our mission given our scope, one idea that intrigues her is that somehow if we could put our minds together we could think of some distinctive way that our undergraduates could work with our graduates under the supervision of a faculty member and so that could be an attractive experience not only for study abroad if you come to UNI but undergraduate research as well. You could have a connection not only with a faculty mentor but with a graduate student mentor and that might make both our undergraduate programs distinctive but also our few graduate programs distinctive again. She would like to see that part in the language.

Cawelti stated that the vision statement did not have any connection with anything that makes the place special. If we really want to say something special we need to specifically state exactly what we are.

Cooper responded to Lounsberry's proposal by stating that at UNI, graduate students are not teaching undergraduate students. This makes us distinct from the other Regent's institutions. Cooper further stated that many of the statements in the document should say "could" instead of "should". For example, not everyone chooses to be mentored nor does every student choose to study overseas.

Chair Gable called for comments on Section V. Mission.

De Nault commented that in our striving to form greater bonds with business, etc. we should not forget that a traditional role of the University is to conduct pure research. This is research conducted for the sake of learning, not because there is any apparent practical application at the time. He cautioned that we should be careful so that the University does not become a trade school. We must maintain independence so that issues can be examined independently.

Cawelti agreed and stated that in addition, the University must maintain a liberal arts tradition. His department deals with this issue in the required writing course. Should this be a service course or a liberal arts course?

Lounsberry questioned Reineke about her handout relative to respect for the past, heritage, and liberal arts might well go into the mission statement.

Reineke responded by referring to her handout in which she states "Because an ethos of inquiry oriented toward discovery and the unknown establishes conditions for perceiving and appreciating diverse ideas, faculty will be encouraged to sustain their historic commitment to that ethos and to take risks in the classroom and in their scholarship on its behalf." The concept of risk taking is missing from the document. While we do not want risk



taking if we are providing a service to someone, in the cultivation of knowledge, one must be able to take risks. This is not to deny the service component of our mission, but to expand beyond that limited look. Another thing missing is that we do make an investment in the past. We value what others may perceive as junk. As scholars, we have a loyalty to the past. She is also confused about the distinction between "Mission" and "Vision" and would like the document to contain a clearer view of what we are about.

Gable pointed out that the statement is titled "Candidate Mission Statement". She inquired why all the statements were not titled "candidate".

De Nault pointed out that the Mission Statement of the University is approved by the board and may have some legal standing.

Lounsberry pointed out that the Mission Statement is published in the University Catalogue.

Gable inquired whether this section was a candidate for substitution for the University's present mission statement.

Haack stated that was the committee's intent.

McDevitt expressed that UNI was unique among similar institutions in fostering research. The fostering of critical inquiry among our students is important and makes us distinct.

Thomas sees throughout the document an eagerness to transform the University into a servo mechanism structure. Jumping ahead to page 9, under Diverse People, he was shocked when he read that "international culture representation will be proportional to the aggregate international employee representation in the top 20 employers of UNI graduates". He felt that this was a bizarre stipulation because how does one promote international or global knowledge if one is limited to the breadth of the top 20 employers?

Grosboll concurred. This statement and the one preceding it are at odds with what is said about diversity earlier and in other places in the document. She would like to see a study to determine what would be the impact on the student body if this was implemented.

Lounsberry asked Thomas if he felt we would be doing the committee a service by expanding on the statements presented.

Thomas responded that he questioned the University taking guidance from the corporate world. Furthermore, when considering diversity, should the faculty be no more diverse than the student body? Should the document reflect and represent Iowa rather than lead Iowa?

Gilpin argued that the pervasive theme of diversity has become an end in itself. We share a value system that is implicit most of the time. We recognize that diversity is the source of new ideas and respect diversity of opinions. However, this implicit recognition should be explicit in this document. Diversity should not become an end in itself.

Chair Gable noted that at the bottom of page 9 is a request to comment on the appropriateness of the indicators of representativeness.

Weeg supported the idea of diversity but thought the document was dealing only with quantitative matters rather than diversity of ideas. She questioned what demographics were to be used. In the year 2010, Iowa's minority population will be about 5% whereas Illinois will be about 23% and Minnesota will be 8%. She wondered what was meant by the statement "proportional to ... the contiguous states".

Cooper drew attention to the fact that the Board of Regents does count minority enrollment and we are accountable to the Board of Regents. We need to be aware how we rank with sister institutions.

Grosboll does not understand why we are using "contiguous states" when we previously stated that students will be more "global". Some of these statements seem to be contradictory.

Haack responded that the committee was trying to provide a context for some of these items. The committee was looking for ways UNI could benchmark progress in these areas. The contiguous states are states from which UNI could attract students. The committee would welcome other suggestions. The document was designed to create discussion.

De Nault stated that he felt the University has not decided what diversity is or what to do with it. He cited the example of a student from another country. Is the student brought to UNI to enrich the diversity of cultural experience for students from Iowa? If this is the case, students from other countries should be mixed with the student population. A separate floor in a designated dorm does not accomplish this goal. On the other hand, are students from other countries brought in so that they can learn about Iowa? These are two different goals. We need to clarify diversity. Many of the activities we engage in under the banner of diversity work at cross purposes. Just stating that diversity is the goal is not good enough. It does not define a goal.

Cawelti wondered whether this was a document for discussion and if so, where should such discussion be placed. He felt that there were a lot of faculty concerns that were not addressed but that were treated in the handout from Reineke.

Reineke stated that lots of things had been said in the meeting. It occurred to her that the next meeting we would have our preliminary draft of the minutes and we would be able to come up with a laundry list for the committee. The Senate could make a consensus document at that meeting.

Haack suggested that the Senate set up an ad hoc committee to review the document in light of the discussion today.

De Nault/Cawelti moved/seconded that the Chair appoint an ad hoc committee to draft a review of the Preliminary Strategic Plan of October, 1995, based upon discussion at today's Senate meeting. The report to be presented at the next Senate meeting. Motion carried.

De Nault/Yousefi moved/seconded to table the review of the Preliminary Strategic Plan. Motion carried.

ADJOURNMENT

De Nault/Cooper moved/seconded to adjourn. Motion carried. The Senate adjourned at 4:59 P.M.

Respectfully submitted,

Kenneth J. De Nault
Secretary

After adjournment, Chair Gable appointed De Nault, Cawelti, Gilpin, and Gable to the ad hoc committee to prepare a review of the Preliminary Strategic Plan, October 1995.